DOCUMENT RESUME

ED 301 242 JC 880 531

AUTHOR Parnell, Dale
TITLE The Future of the Community College.
INSTITUTION American Association of Community and Junior Colleges, Washington, D.C.
PUB DATE Sep 88
NOTE 16p.; Paper presented at the COMBASE Conference, "Responsive Leadership in a Global Community" (Portland, OR, September 11-13, 1988).
PUB TYPE Viewpoints (120) -- Speeches/Conference Papers (150)

EDRS PRICE MF01/PC01 Plus Postage.
DESCRIPTORS Access to Education; College Curriculum; College Faculty; *College Role; *Community Colleges; *Educational Needs; Educational Objectives; *Educational Trends; *Futures (of Society); Minority Groups; Prediction; *School Community Relationship; Student Characteristics; Two Year Colleges

ABSTRACT

Community colleges are faced with a web of related needs, such as greater flexibility, improved cooperation, stronger community-based institutions, long-term planning, and quality leadership. As the end of the century approaches, these needs and the challenge to build and strengthen community life represent great challenges for community colleges. By the year 2010: (1) students of color will make up a large percentage of the two-year college population; (2) colleges will increasingly become involved in community affairs; (3) colleges will not only enroll more students of color, but will assure that they are empowered for success; (4) students will be carefully oriented to the college setting; (5) increasing priority will be given to the development and employment of top quality faculty, and to increasing the number of role models, faculty and administrators who are Black, Hispanic, and Asian; (6) the top curriculum priority will be language and the development of communication skills; (7) core curricula will be developed; and (8) every state will have developed coherent collegiate student transfer agreements, coordinated academic calendars, common course numbering, and sequential curriculum planning. These are only a few of the factors to be considered in recreating community, technical, and junior colleges for the next generation. (AJL)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED301242

THE FUTURE OF THE COMMUNITY COLLEGE

by:

Dale Parnell
President
American Association of Community
and Junior Colleges

September 1988

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

D. Parnell

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☐ This document has been reproduced as received from the person or organization originating it.

☒ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

JC 880 531

THE FUTURE OF THE COMMUNITY COLLEGE

OUR NATION AS WELL AS OUR COMMUNITY, TECHNICAL, AND JUNIOR COLLEGES ARE CAUGHT IN A WEB OF RELATEDNESS. AS AN EXAMPLE, MOST OF OUR NATION'S COMPETITIVENESS PROBLEMS ARE INTER-RELATED, SOMETIMES MAKING THEM SEEM INSOLUBLE. A WORLD-CLASS ECONOMY DEPENDS UPON THE DEVELOPMENT OF A WORLD-CLASS WORKFORCE, BUT IN TOO MANY WAYS THE NEEDS OF OUR WORKFORCE HAVE BEEN NEGLECTED. SUPERIOR MANUFACTURING, IN TURN, RELIES ON TOP-FLIGHT RESEARCH AND DEVELOPMENT, BUT THERE ARE MANY SIGNS THAT OTHER NATIONS ARE GAINING GROUND ON OUR ONCE-COMMANDING LEAD IN TECHNOLOGICAL INNOVATION AND TECHNOLOGY TRANSFER. ECONOMIC SUCCESS IN THE INFORMATION-TECHNOLOGICAL AGE DEPENDS ON WELL-EDUCATED CITIZENS, BUT THE MULTIPLE SHORTCOMINGS OF AMERICA'S SCHOOL SYSTEMS HAVE BEEN AMPLY DOCUMENTED.

TIME AFTER TIME, WHEN DISCUSSING ONE ISSUE, WE FIND OURSELVES ZEROING IN ON OTHERS. A DISCUSSION OF DEVELOPING A WORLD-CLASS WORKFORCE ALMOST INEVITABLY TURNS TOWARD THE PROBLEMS OF INADEQUATE EDUCATION, OR AMERICA'S LACK OF GLOBAL AWARENESS. MOST NATIONAL LEADERS NOW AGREE THAT MOST OF THE KEY ISSUES MUST BE ADDRESSED SIMULTANEOUSLY; WE SIMPLY DO NOT HAVE THE LUXURY OF SOLVING PROBLEMS ONE AT A TIME. AS I HAVE DISCUSSED THIS DILEMMA WITH NATIONAL LEADERS SEVERAL BROADER THEMES KEEP RECURRING. THEY INCLUDE:

- <u>THE NEED FOR GREATER FLEXIBILITY</u> BY INDIVIDUALS AND INSTITUTIONS, PARTICULARLY COMMUNITY COLLEGES.
- <u>THE NEED TO REDUCE BARRIERS</u> BETWEEN AND WITHIN ORGANIZATIONS AND TO FORM NEW PARTNERSHIPS AND NEW NETWORKS OF COOPERATION.

BY
DALE PARNELL
PRESIDENT
AMERICAN ASSOCIATION OF
COMMUNITY AND JUNIOR COLLEGES
WASHINGTON, D.C.

• THE NEED TO STRENGTHEN COMMUNITY-BASED INSTITUTIONS, AND BUILD A NEW SENSE OF COMMUNITY IN OUR NATION.

• THE NEED TO THINK LONG-TERM, BEYOND THE NEXT SEMESTER, OR THE NEXT COLLECTIVE BARGAINING AGREEMENT.

• THE NEED FOR QUALITY LEADERSHIP...PARTICULARLY AT THE COMMUNITY LEVEL...LEADERS MUST TAKE CHANCES AND JUST AS IMPORTANT, BE GIVEN A CHANCE—TO MAKE MISTAKES, MODIFY PROGRAMS TO FIT CHANGING NEEDS, TO EXPERIMENT AND EXPAND. BUT...ALL OF YOU KNOW HOW DIFFICULT IT IS TO EXPERIMENT IN PUBLIC SECTOR INSTITUTIONS, AND HOW UNCERTAIN THE FUTURE WILL BE FOR A COLLEGE LEADER WHO MAKES MISTAKES.

WE MUST FACE THE SOBERING RECOGNITION THAT IF AMERICA LETS ITSELF SLIP INTO SECOND PLACE IN WORLD COMMERCE, SCIENCE, TECHNOLOGY, AND EDUCATION, WE WILL INEVITABLY SEE OUR STANDARD OF LIVING SLIDE, AND THE ROBUST AMERICAN ECONOMY THAT HAS MEANT HOPE FOR MILLIONS OF CITIZENS WILL SLOW AND PERHAPS STULTIFY, IF OUR ECONOMY CONTRACTS, WE WILL INCREASINGLY BECOME DIVIDED INTO HAVES AND HAVE-NOTS, WITH AN EDUCATED ELITE READY TO TAKE ADVANTAGE OF CHANGE, AND A MAJORITY OF CITIZENS "AT-RISK" AND UNABLE TO MANAGE CHANGE.

THE REPORT OF OUR AACJC COMMISSION ON THE FUTURE OF COMMUNITY COLLEGES HAS HELPED MANY OF US DEVELOP A RENEWED SENSE OF OPTIMISM, WITH A ROLL-UP-YOUR-SLEEVES SENSE OF DETERMINATION ABOUT THE MISSION OF COMMUNITY, TECHNICAL, AND JUNIOR COLLEGES IN THE FUTURE OF OUR NATION. IN MANY WAYS THE COMMUNITY COLLEGE MOVEMENT IN THIS COUNTRY IS LIKE A TEENAGER, FULL OF HOPE, BUT WITH A LOT TO LEARN. IT IS TIME WE BEGAN, ALL OF US, TO ASK OURSELVES WHAT WE WANT OUR COLLEGES TO LOOK LIKE 20-25 YEARS FROM NOW? WHAT LEGACY DOES THIS GENERATION OF COLLEGE LEADERS WANT TO LEAVE FOR FUTURE LEADERS?

AS WE APPROACH THE END OF THIS CENTURY, BUILDING AND STRENGTHENING COMMUNITY LIFE IN OUR NATION IS AN ENERGIZING CHALLENGE, AND A GREAT OPPORTUNITY FOR OUR COLLEGES. COMMUNITY, TECHNICAL, AND JUNIOR COLLEGE LEADERS ALL ACROSS THIS GREAT NATION ARE MAKING THE SLOGAN "BUILDING COMMUNITIES" THEIR CREDO...THEIR OPERATING PHILOSOPHY...THEIR VISION FOR A NEW CENTURY...WE

APOLOGIZE TO NO ONE FOR BOLDLY ASSERTING THAT COMMUNITY COLLEGES EPITOMIZE THE DEMOCRATIC IDEAL OF EQUALITY OF OPPORTUNITY FOR ALL. THE ECONOMIC AND THE CIVIC FUTURE OF OUR COUNTRY IS INCREASINGLY INTERWINED WITH THE WORK OF COMMUNITY, TECHNICAL, AND JUNIOR COLLEGES.

JOHN GARDNER, ONE OF MY FAVORITE MODERN PHILOSOPHERS, STATES THE CHALLENGE AHEAD OF US THIS WAY:

> "A NATION (OR COLLEGE) IS NEVER FINISHED. YOU CAN'T BUILD IT AND THEN LEAVE IT STANDING AS THE PHARAOHS DID THE PYRAMIDS. IT MUST BE RE-CREATED FOR EACH GENERATION BY BELIEVING, CARING MEN AND WOMEN. IT IS NOW OUR TURN. IF WE DON'T CARE, NOTHING CAN SAVE THE NATION. IF WE DO BELIEVE AND CARE, NOTHING CAN STOP US."

OUR COMMUNITY COLLEGES, NO LESS THAN OUR NATION, MUST BE RE-CREATED FOR EACH GENERATION BY CARING MEN AND WOMEN, THAT IS, BY YOU AND ME. WE ARE THE CARING, BELIEVING MEN AND WOMEN WHO MUST HELP OUR COLLEGES MAKE THAT TRANSITION INTO THE NEXT CENTURY. WE WILL WITH CAREFUL ANALYSIS AND HARD WORK THUS DEVELOP NEW OPPORTUNITIES...INDEED RE-CREATE "OPPORTUNITY TO EXCELLENCE" FOR THE NEXT GENERATION.

WHAT WILL THEY BE SAYING ABOUT THE LEADERSHIP OF THIS GENERATION OF COMMUNITY LEADERS TWENTY OR SO YEARS FROM NOW? LET'S TAKE OUT OUR CRYSTAL BALL AND LOOK AHEAD TO THE YEAR 2010. BY THEN I SHOULD BE ABOUT READY TO PASS THE LEADERSHIP BATON ON TO THE NEXT RUNNER...IF THE LONGEVITY OF RONALD REAGAN IS AN EXEMPLARY EXAMPLE. ETHNIC MINORITIES WILL REPRESENT 35 PERCENT OF ALL AMERICANS. THE HISPANIC AMERICAN POPULATION WILL BE THE LARGEST MINORITY, DOUBLING FROM 7.5 PERCENT TO 15 PERCENT OF THE TOTAL POPULATION. THE BLACK AMERICAN POPULATION WILL INCREASE FROM 13 TO 15 PERCENT, AND ASIAN AMERICANS WILL INCREASE FROM 2 TO 5 PERCENT OF THE TOTAL POPULATION. CALIFORNIA WILL EPITOMIZE THE INTERNATIONAL STATE WHERE WE CAN

MAKE COMPARATIVE STATISTICAL PROJECTIONS RELATED TO AGE, INCOME LEVELS, ECONOMIC DISTRIBUTIONS, AND ANALYZE THE COMPLETE ARRAY OF DEMOGRAPHIC DATA COMPILED BY THE CENSUS TAKERS.

HOWEVER, WE AS LEADERS IN THE COMMUNITY COLLEGE MOVEMENT MUST BE NO LESS INTERESTED IN SEVERAL ASPECTS OF OUR SOCIO-ECONOMIC LIFE AS WELL AS DEMOGRAPHIC CHANGES. WHAT WILL BE THE LITERACY RATE OF OUR NATION IN 2010? WHAT DO WE PROJECT AS THE HIGH SCHOOL DROP-OUT RATE, AND WHAT WILL COMMUNITY COLLEGES HAVE DONE TO HELP? WHAT WILL BE THE RETENTION RATE OF STUDENTS IN COMMUNITY COLLEGES? WILL WE SEE A SIGNIFICANT INCREASE IN MINORITY STUDENTS IN OUR COLLEGES? WHAT WILL BE THE ROLE OF THE ASSOCIATE DEGREE IN OUR CULTURE AND OUR ECONOMY? WILL THE PHRASE "BUILDING COMMUNITY" BE AT THE HEART OF OUR COMMUNITY COLLEGE PHILOSOPHY? INDEED, WILL THAT PHRASE BE BOLDLY DISPLAYED AT THE ENTRANCE OF EACH COMMUNITY COLLEGE CAMPUS?

THE PHRASE "BUILDING COMMUNITIES" IS THE TITLE OF OUR AACJC 1988 FUTURES COMMISSION REPORT...WHICH HAS BEEN WIDELY ACCLAIMED ACROSS THE NATION. BY "BUILDING COMMUNITIES" WE OF COURSE MEAN THAT OUR COMMUNITY COLLEGES WILL BE SPONSORING COMMUNITY-WIDE CULTURAL, RECREATIONAL, AESTHETIC, ATHLETIC, AND OTHER ACTIVITIES. YES, OUR COLLEGES WILL INCREASINGLY BE INVOLVED IN COMMUNITY FORUMS AIMED AT SOLVING COMMUNITY PROBLEMS AND BRINGING PEOPLE TOGETHER.

BUT THE CONCEPT OF "BUILDING COMMUNITY" IMPLIES MORE THAN SIMPLY SPONSORING PUBLIC EVENTS. "BUILDING COMMUNITIES" PRIMARILY INVOLVES FULLY DEVELOPING THE HUMAN RESOURCES OF EACH COMMUNITY. THIS MEANS, AMONG OTHER THINGS, AGGRESSIVELY PURSUING THOSE WHO ARE NOW UNDER-REPRESENTED IN THE

HIGHER EDUCATION STUDENT POPULATION.

THE AMERICAN COMMUNITY COLLEGE MOVEMENT HAS DEPARTED FROM CLASSICAL UNIVERSITY TRADITIONS BY DESIGN. THE EXCLUSIVE AND MONASTIC ATMOSPHERE OF A CAMBRIDGE UNIVERSITY CANNOT BE APPLIED TO COMMUNITY COLLEGES. THE FOCUS OF THE COMMUNITY COLLEGE IS INCLUSIVE, RATHER THAN EXCLUSIVE, AND THAT IN NO WAY MEANS THE MISSION IS LESS IMPORTANT OR THAT STANDARDS ARE UNIMPORTANT. COMMUNITY COLLEGES TEST STUDENTS AT ENTRANCE TO APPROPRIATELY SCREEN THEM INTO COLLEGE LIFE...RATHER THAN TO SCREEN THEM OUT. COMMUNITY COLLEGE LEADERS WORK HARD AT MAKING CERTAIN THAT THOSE WHO ENTER THE COMMUNITY, TECHNICAL, OR JUNIOR COLLEGE EXPERIENCE SUCCESS.

COMMUNITY COLLEGE STUDENTS IN 2010 WILL CERTAINLY FEEL A SENSE OF BELONGING AND A SENSE OF INVOLVEMENT. THE COMMUNITY COLLEGES OF 2010 WILL NOT ONLY ENROLL MORE MINORITY STUDENTS, BUT WILL ASSURE THAT THEY ARE EMPOWERED FOR SUCCESS. THIS ARGUES FOR ALL SORTS OF COLLABORATION WITH JUNIOR AND SENIOR HIGH SCHOOLS. STUDENTS AND PARENTS WILL BE COUNSELED EARLY WITH REGARD TO WHAT THE COMMUNITY COLLEGE EXPECTS OF THEM...OF THE COMMUNITY COLLEGE STANDARDS FOR EARNING AN ASSOCIATE DEGREE, SO THAT THEY WILL HAVE TIME TO PREPARE THEMSELVES WHILE IN HIGH SCHOOL. SIMILARLY, COMMUNITY COLLEGES OF 2010 WILL BE SEEN AS THE KEY INSTITUTION SERVING ADULTS...WORKERS UNDERGOING MANY CAREER CHANGES, SINGLE PARENTS BECOMING ECONOMICALLY SELF-SUFFICIENT, VETERANS RETURNING TO CIVILIAN LIFE, AND THOSE OLDER ADULTS CHOOSING COURSES FOR LIFE ENRICHMENT.

COMMUNITY COLLEGE STUDENTS IN 2010 WILL BE CAREFULLY ORIENTED TO THE COMMUNITY COLLEGE SETTING. RESEARCH HAS PROVEN CLEARLY THAT RETENTION CAN BE INCREASED SIGNIFICANTLY BY SPENDING MORE TIME AT THE BEGINNING OF THE COLLEGE EXPERIENCE IN ORIENTATION SESSIONS, AND VIA CONTINUOUS STUDENT ADVISING AND MENTORING PROGRAMS. EARLY ACADEMIC ALERT SYSTEMS, CAREER COUNSELING, AND THE EMPHASIZING OF CO-CURRICULAR ACTIVITIES HAVE ALSO PROVEN EFFECTIVE IN REDUCING COLLEGE DROPOUT RATES. THESE INITIATIVES BEGUN IN THE STUDENT DEVELOPMENT PROGRAM WILL BE AUGMENTED AND PERPETUATED BY THE FACULTY...THOSE WHO HELP CREATE THE ENVIRONMENT FOR LEARNING ON THE CAMPUS.

IN 2010 AN INCREASING PRIORITY AND ATTENTION WILL BE GIVEN TO THE DEVELOPMENT AND EMPLOYMENT OF TOP QUALITY FACULTY, AND TO INCREASING THE NUMBER OF ROLE MODELS, FACULTY AND ADMINISTRATORS, WHO ARE BLACK, HISPANIC, AND ASIAN. MANY FUTURE COMMUNITY COLLEGE FACULTY MEMBERS WILL BE IDENTIFIED WHILE YET STUDENTS ATTENDING A COMMUNITY COLLEGE, AND MOTIVATED TOWARDS THE TEACHING PROFESSION. LOCAL COMMUNITY COLLEGES WILL HELP THESE FUTURE FACULTY MEMBERS BY AWARDING GRADUATE FELLOWSHIPS, AND DEVELOPING A SUPPORT SYSTEM TO SURROUND THEM. COMMUNITY COLLEGES WILL DEVELOP AND FUND FACULTY RENEWAL PROGRAMS, ESTABLISH DISTINGUISHED TEACHING CHAIRS, ENGAGE IN INTERCOLLEGIATE FACULTY EXCHANGES, AND AWARD UNFETTERED GRANTS TO HELP INDIVIDUAL FACULTY MEMBERS IMPROVE THE TEACHING/LEARNING PROCESS. COMMUNITY, TECHNICAL, AND JUNIOR COLLEGES WILL BE THE LEADERS IN IMPROVING THE TEACHING/LEARNING PROCESS...AND RECOGNIZED WIDELY AS PREMIER TEACHING INSTITUTIONS.

AS A SIDE COMMENT, I HAVE STUDIED A NUMBER OF COLLEGE CATALOGUES TO SEE WHAT COLLEGES ARE SAYING ABOUT EXCELLENCE IN TEACHING. I HAVE DISCOVERED

THAT FROM THAT STANDPOINT, ABOUT 60 PERCENT OF ALL COLLEGE CLASSES IN AMERICA ARE HELD OUTSIDE, UNDERNEATH A TREE, USUALLY WITH AUTUMN LEAVES AT THEIR PEAK, AND ALMOST ALWAYS BY A LAKE.

THE TOP 2010 CURICULUM PRIORITY IN ANY COMMUNITY, TECHNICAL, OR JUNIOR COLLEGE WILL BE LANGUAGE, AND THE DEVELOPMENT OF COMMUNICATION SKILLS. EVERY COMMUNITY COLLEGE CERTIFICATE OR ASSOCIATE DEGREE HOLDER WILL DEMONSTRATE THE ABILITY TO WRITE CLEARLY, READ WITH COMPREHENSION, LISTEN WITH DISCRIMINATION, AND SPEAK WITH SOME PRECISION. IN ADDITION, COMMUNITY COLEGE FACULTY WILL COLLABORATE WITH THEIR COLLEAGUES IN THE HIGH SCHOOLS TO ASSURE SOME DEGREE OF CONTINUITY IN LEARNING BETWEEN THE HIGH SCHOOL AND THE COLLEGE.

STUDENTS WITH ACADEMIC DEFICIENCIES WILL BE OFFERED QUALITY DEVELOPMENTAL EDUCATION OPPORTUNITIES. ALL COMMUNITY COLLEGES WILL HAVE A COLLEGE PREPARATORY DIVISION THAT WILL HELP STUDENTS DEVELOP THE KNOWLEDGE, SKILLS, AND VALUES ENABLING AND EMPOWERING THEM TO DO FIRST-RATE COLLEGE WORK. IF THE IVY LEAGUE INSTITUTIONS AND THE U.S. MILITARY ACADEMIES NEED A RESPECTED "PREP" SCHOOL TO HELP PREPARE STUDENTS, IT IS MOST APPROPRIATE FOR COMMUNITY COLLEGES TO ALSO OFFER "PREP" PROGRAMS!

BEYOND A BASIC EDUCATION, ALL COMMUNITY COLLEGE STUDENTS IN 2010 WILL EXPERIENCE A CORE PROGRAM THAT WILL HELP STUDENTS INTEGRATE KNOWLEDGE FROM THE SEPARATE DISCIPLINES AND APPLY THIS KNOWLEDGE TO THE PRACTICAL AFFAIRS OF LIFE. THE CORE CURRICULUM WILL BE AS VALID FOR TECHNICAL EDUCATION STUDENTS AS IT IS FOR THE LIBERAL ARTS STUDENTS. COMMUNITY

COLLEGES WILL BE EQUIPPING OUR GRADUATES TO MOVE FROM ONE INTELLECTUAL CHALLENGE TO ANOTHER—IN THE CLASSROOM AND IN THE WORKPLACE, AND CLEARLY UNDERSTAND THE APPLICATION OF THAT KNOWLEDGE TO REAL LIFE SITUATIONS. "APPLIED ACADEMICS" WILL BECOME A STANDARD PHRASE IN THE VOCABULARY OF COMMUNITY COL- FACULTY AND ADMINISTRATORS.

THE WIDELY POPULAR "TWO-PLUS-TWO" TECH PREP/ASSOCIATE DEGREE PROGRAM WILL BE STANDARD OPERATING PROCEDURE BETWEEN HIGH SCHOOLS AND COMMUNITY COLLEGES; THE UPSIDE DOWN OR INVERTED CURRICULUM WILL BE COMMON IN MOST COLLEGES AND UNIVERSITIES. UNIVERSITY PROFESSORS WILL HAVE ACCEPTED THE ADVANTAGES OF ALLOWING SPECIALIZED TRAINING TO BE CONDUCTED ALONG WITH, RATHER THAN AFTER THE LOWER DIVISION CORE CURRICULUM EXPERIENCES. BY 2010 UNIVERSTIES WILL ROUTINELY ACCEPT THE PROPOSITION THAT TECHNICAL EDUCATION AND THE LIBERAL ARTS CAN BE EXPERIENCED IN PARALLEL FASHION THROUGHOUT A FOUR- OR FIVE-YEAR BACCALAUREATE DEGREE PROGRAM.

HELPING INDIVIDUALS, OLD AND YOUNG, DEVELOP THE COMPETENCIES TO COPE WITH CHANGE WILL BE A LARGE CHALLENGE FOR THE COMMUNITY COLLEGES OF THE FUTURE. PREPARATION FOR LIFE, WHICH IS INHERENTLY PERPLEXING AND DIFFICULT, HAS BECOME ALL THE MORE STRESSFUL FOR THOSE INDIVIDUALS WHO DO NOT SEE MUCH OF A FUTURE FOR THEM...THERE IS NOT THE SLIGHTEST REASON TO BELIEVE THAT TODAY'S YOUNG PEOPLE ARE LESS TALENTED OR RESOURCEFUL THAN YOU OR ME... BUT IF THEY ARE TO LEARN TO SURVIVE, FLOURISH, AND CREATE IN THIS FAST-CHANGING INFORMATION-TECHNOLOGICAL AGE, WE MUST BETTER UNDERSTAND THE CIRCUMSTANCES, TASKS, AND OBSTABLES THEY FACE. SUCH AN UNDERSTANDING CAN HELP COMMUNITY COLLEGE STUDENTS FORMULATE USEFUL STRATEGIES FOR COPING WITH THE FAST-CHANGING ENVIRONMENT, AND IN SO DOING CAN PERHAPS ASSIST OUR COUNTRY

IN SHAPING A MORE EFFECTIVE, HUMANE, AND COMPASSIONATE SOCIETY. CLEARLY, A BLENDING OF THE LIBERAL ARTS, THE FINE ARTS, AND THE PRACTICAL ARTS WILL BE NEEDED TO PROVIDE A WELL-ROUNDED EDUCATION AND TO ADEQUATELY PREPARE COMMUNITY COLLEGE GRADUATES FOR THE CAREERS OF TOMORROW. OUR NATION WILL NOT BE ALL WE HOPE IT TO BE WITHOUT PEOPLE DEVELOPING A WELL-HONED COMBINATION OF KNOWLEDGE AND PRAGMATISM. A SCENARIO APPEARS TO BE DEVELOPING THAT ANYONE WHO WANTS TO WORK IN THIS COUNTRY WILL HAVE A JOB IN THIS NEXT DECADE... IF THEY ARE QUALIFIED. OF COURSE, THE KEY QUESTION WILL BE, HOW TO BECOME QUALIFIED IN A FAST-CHANGING WORLD?

COMMUNITY, TECHNICAL, AND JUNIOR COLLEGES WILL BE VIEWED IN 2010 AS THE NATION'S LEADERS IN VALUE-ADDED EDUCATION, IF THEY AREN'T ALREADY. COMMUNITY COLLEGES WILL BE PRECISE AND CONSISTENT IN EVALUATING RESULTS, IN ASSESSING STUDENT OUTCOMES, IN DOCUMENTING INSTITUTIONAL EFFECTIVENESS, IN ASSURING STUDENT SUCCESS! AND THESE ISSUES WILL NOT BE JUST FACULTY CONCERNS, OR ADMINISTRATIVE CONCERNS, THEY WILL BE ADDRESSED BY TEAM EFFORT...BY A TOTAL INTERNAL COLLEGE EFFORT.

ALLOW ME TO DIGRESS FOR A MOMENT. WE HAVE BEEN CONDITIONED IN OUR WESTERN CULTURE TO ACCEPT COMPETITION AMONG STUDENTS AS THE STANDARD OPERATING MODE. RESEARCH ON STUDY HABITS AMONG VARIOUS GROUPS OF STUDENTS AT THE UNIVERSITY OF CALIFORNIA (BERKELEY) HAVE DISCOVERED THAT THE KEY DIFFERENCE BETWEEN AMERICAN ASIAN AND AMERICAN BLACK STUDENTS IS THAT THE ASIAN STUDENTS TEND TO STUDY TOGETHER, SEMINAR TOGETHER, AND GENERALLY HELP EACH OTHER, WHILE BLACK STUDENTS TEND TO STUDY ALONE, WORK ALONE, AND GENERALLY

APPROACH COLLEGIATE STUDIES ON AN INDEPENDENT BASIS. IN THE INVOLVEMENT OF STUDENTS IN THE TEACHING/LEARNING PROCESS COMMUNITY COLLEGES OF THE FUTURE WILL BE HELPING STUDENTS OF ALL RACES AND BACKGROUNDS COOPERATE WITH EACH OTHER AND UNDERSTAND THAT MOST STUDENTS LEARN BETTER WHEN THEY STUDY TOGETHER...WHEN THEY STUDY AND SUPPORT EACH OTHER. STUDENTS AND FACULTY ALIKE WILL UNDERSTAND, EVEN MORE THAN NOW, THAT COLLABORATIVE LEARNING OPERATES BEST ON THE PREMISE THAT STUDENTS AND FACULTY DERIVE MUTUAL BENEFITS FROM GETTING TO KNOW EACH OTHER AS PEOPLE... AS INDIVIDUALS.

IN ADDITION TO TAKING A PERSONAL INTEREST IN THEIR STUDENTS, COMMUNITY COLLEGE FACULTY EVEN NOW, AND MORE SO IN THE FUTURE, TAKE THE LEAD IN EVALUATING THE TEACHING/LEARNING PROCESS IN THEIR CLASSROOMS. THIS GOES WELL BEYOND SCORING MULTIPLE CHOICE TESTS. COMMUNITY COLLEGE FACULTY WHO SOMETIMES PERCEIVE CLASSROOM RESEARCH AS SOMEWHERE BETWEEN BUSY WORK AND A WASTE OF TIME, WILL BE CONVINCED THAT CLASSROOM RESEARCH OF THE FUTURE WILL EMPHASIZE THE CONNECTION BETWEEN WHAT THE FACULTY MEMBER TEACHES AND HOW STUDENTS LEARN.

COMMUNITY COLLEGE CLASSROOMS OF 2010 WILL OBVIOUSLY CONTAIN DIFFERENT TEXTBOOKS, DIFFERENT EQUIPMENT AS WELL AS A DIFFERENT TEACHING-LEARNING ATMOSPHERE. WHERE TECHNOLOGY WAS ONCE THE SUBJECT OF STUDY, IT WILL INCREASINGLY BECOME SIMPLY ANOTHER MEANS OF FACILITATING LEARNING, AND STRETCHING THE ARM OF THE PROFESSOR. AS AN EXAMPLE, MOST COLLEGE TEXTBOOKS WILL INCLUDE A VIDEO DISC IN A BACK COVER POCKET. THE VIDEO DISC WILL ILLUSTRATE THE DIFFICULT CONCEPTS IN THE TEXTBOOK WITH ILLUSTRATIONS AS TO THE APPLICATION OF

THAT KNOWLEDGE IN REAL LIFE SITUATIONS. THIS WILL MAKE IT POSSIBLE FOR A STUDENT, OR A GROUP OF STUDENTS TO EXTEND LEARNING OUTSIDE OF THE CLASSROOM IN USEFUL AND PRACTICAL WAYS.

NOT ONLY WILL THE COMMUNITY COLLEGE OF 2010 ENCOURAGE COOPERATIVE LEARNING EXPERIENCES AMONG STUDENTS, BUT ALSO AMONG FACULTY. THE FACULTY OF 2010 WILL BE VIEWED AS THE EXPERTS IN IMPROVING TEACHING AND LEARNING. BECAUSE OF THE SPECIAL RELATIONSHIPS OF COMMUNITY COLLEGES WORKING BETWEEN HIGH SCHOOLS AND UNIVERSITIES, THEY WILL LOGICALLY SERVE AS CONVENERS OF REGIONAL EDUCATIONAL CONSORTIA. THE RESULTING PARTNERSHIPS AMONG LEVELS OF EDUCATION WILL INCLUDE COOPERATIVE EFFORTS AIMED AT DEVELOPING TEACHING/LEARNING EXCELLENCE, TEACHER ENRICHMENT, DEVELOPING CONTINUITY IN LEARNING, AND LOOKING AT STUDENT RETENTION AND THE FURTHER EDUCATION OF DISADVANTAGED STUDENTS. COMMUNITY COLLEGE FACULTY MEMBERS WILL BE VIEWED AS EDUCATORS "WRIT-LARGE"...AS EDUCATIONAL LEADERS FOR ALL OF EDUCATION.

FORMALIZED DISCUSSION AMONG FACULTY FROM VARIOUS LEVELS OF EDUCATION WILL ENCOURAGE FEEDBACK RELATED TO STUDENT PERFORMANCE. EVEN MOST OF THE "TURF" ISSUES WILL BE ELIMINATED. BY 2010 EVERY STATE WILL HAVE DEVELOPED COHERENT COLLEGIATE STUDENT TRANSFER AGREEMENTS, COORDINATED ACADEMIC CALENDARS, COMMON COURSE NUMBERING, AND SEQUENTIAL CURRICULUM PLANNING. THE FABRIC OF SCHOOLS, COMMUNITY COLLEGES, AND UNIVERSITIES WILL LOOK MUCH MORE LIKE A SEAMLESS GARMENT THAN IT DOES TODAY. THE IDEA OF LIFELONG LEARNING, WILL BE A REALITY IN 2010, WITH NO STIGMA ATTACHED TO RE-ENTERING OUR

COLLEGES THROUGHOUT A LIFETIME.

THE COMMUNITY COLLEGES OF 2010 WILL ALSO OFFER NEW PROGRAMS OF STUDENT DEVELOPMENT SERVICES IN THE EVENING AND ON WEEKENDS TO THE EXPANDING PART-TIME AND ADULT STUDENT POPULATION. COLLEGES WILL WORK IN PARTNERSHIP WITH PUBLIC AND PRIVATE EMPLOYERS OFFERING ALL KINDS OF SHORTERM AND RE-ENTRY PROGRAMS IN NEW KINDS OF LIFELONG LEARNING EXPERIENCES. WORKERS AT ALL LEVELS IN THE WORKPLACE WILL HAVE ONE FOOT IN THE WORKPLACE AND THE OTHER FOOT IN THE LEARNING PLACE, AND STUDENT SERVICES OF LEADERS WILL SERVE THIS POPULATION EFFECTIVELY, AS WELL AS, THE YOUNGER STUDENT POPULATION.

STUDENT SERVICES PROGRAMS WILL UTILIZE NEW AND MORE EFFECTIVE INSTRUMENTS TO ASSESS THE LEARNING STYLE OF STUDENTS. IS THE STUDENT AN AUDITORY, OR VISUAL, OR HAPTIC (LEARN BY DOING) KIND OF LEARNER? THIS KNOWLEDGE WILL THEN BE APPLIED IN TAILORING A COLLEGIATE PROGRAM TO MATCH THAT LEARNING STYLE OR MODE.

COMMUNITY, TECHNICAL, AND JUNIOR COLLEGES ARE EVEN NOW BEGINNING THE TRANSITION TO THE FUTURE. THIS TRANSITION WILL REQUIRE KNOWLEDGEABLE AND PERSUASIVE LEADERSHIP. PRESIDENTS MUST BE ABLE MANAGERS, BUT EQUALLY AS IMPORTANT, THEY MUST BE FIRST-RATE LEADERS...LEADERS WITH THE ABILITY TO ARTICULATE A VISION FOR THE COLLEGE AND THEN COMMUNICATE THAT VISION CLEARLY TO THE COLLEGE CONSTITUENCIES. THE COLLEGE LEADERS OF TOMORROW WILL INSPIRE WIDESPREAD CONFIDENCE IN THE VISION AS NOT ONLY BEING AUTHENTIC, BUT ATTAINABLE.

GOVERNING BOARD MEMBERS WILL BE CAREFULLY OBSERVANT OF THE RESPONSIBILITIES OF GOVERNANCE AS DISTINCT FROM THOSE OF MANAGEMENT

AND ADMINISTRATION. THEY WILL EVEN BE WILLING TO WORK WITH THOSE FEW TRUSTEES WHO DO NOT KNOW, OR ARE UNWILLING TO OBSERVE THE DIFFERENCE BETWEEN POLICY-MAKING AND ADMINISTRATION OF THE COLLEGE. THEY WILL READILY PARTICIPATE IN CONTINUING TRUSTEE EDUCATION PROGRAMS. SPECIAL INTERESTS WILL TAKE A BACK SEAT TO THE OVERALL WELFARE OF THE COLLEGE.

INCREASED PUBLIC FINANCING WILL ACCOMPANY THE PUBLIC'S SUPPORT OF THE "BUILDING COMMUNITY" EFFORT. BUSINESS, INDUSTRY, AND INDIVIDUALS WILL BE SUPPORTIVE COLLEGE FOUNDATIONS, AND WILL PROVIDE AN INCREASING VOLUME OF FUNDING. GOVERNORS AND STATE LEGISLATORS WILL HAVE A CLEAR PICTURE IN THEIR MINDS ABOUT THE ROLE AND MISSION OF THE COMMUNITY COLLEGE. THEY WILL ALSO SEE THE DIRECT LINK BETWEEN THE HUMAN RESOURCE DEVELOPMENT EFFORTS OF THE COLLEGE AND THE LARGER ECONOMIC NEEDS OF OUR NATION.

AS PRESIDENT OF THE AMERICAN ASSOCIATION OF COMMUNITY AND JUNIOR COLLEGES, I HAD THE PRIVILEGE OF SITTING IN ON DISCUSSIONS OF THE COMMISSION ON THE FUTURE OF COMMUNITY COLLEGES. U.S. SENATOR NANCY KASSEBAUM SERVED AS THE HONORARY CHAIR OF THIS COMMISSION, WHILE ERNIE BOYER, PRESIDENT OF THE CARNEGIE FOUNDATION FOR THE ADVANCEMENT OF TEACHING, WAS RESPONSIBLE FOR DIRECTING THE EFFORTS OF THIS "BLUE-RIBBON" PANEL. HIS WISDOM HELPED SHAPED THE REPORT...BUT BELIEVE ME, IT WAS A GROUP EFFORT. MY VIEW OF THE FUTURE HAS BEEN DERIVED, IN LARGE PART, FROM THE DISCUSSION OF THIS COMMISSION AND FROM THEIR STIMULATING AACJC REPORT "BUILDING COMMUNITIES: A VISION FOR A NEW CENTURY."

LADIES AND GENTLEMEN, YOU ARE THE CUSTODIANS OF OUR NATION'S MOST VALUABLE ASSETS—OUR HUMAN RESOURCES. YOU ARE THE BEST HOPE TO BUILD AND STRENGTHEN COMMUNITY LIFE WHERE THEY LIVE, AND WORK, AND HAVE THEIR BEING. FOR THE FUTURE'S SAKE, I KNOW YOU WILL RESERVE AND NOURISH THIS RESPONSIBILITY AS BELIEVING AND CARING MEN AND WOMEN INTERESTED IN RE-CREATING COMMUNITY, TECHNICAL, AND JUNIOR COLLEGES FOR THE NEXT GENERATION.

OH, BY THE WAY, IN THE YEAR 2010, THE PRESIDENT OF THE UNITED STAT3S WILL BE A COMMUNITY COLLEGE GRADUATE PROUDLY DISPLAYING HIS ASSOCIATE DEGREE DIPLOMA ON THE WALL OF THE WHITE HOUSE OVAL OFFICE.

ERIC Clearinghouse for
Junior Colleges DEC 22 1988